

Administrative - Internal Use Only

14 June 1974

MEMORANDUM FOR: Chief, DDI Management Staff

FROM : MAGID

SUBJECT : Draft VII on Employee Grievances for DDI Handbook

Attached for your review is MAGID's draft of the handbook Section VII on grievances. Our draft of Section VI on counseling will follow shortly. We do have a couple of additional general suggestions for the handbook that I would like to pass along. It might be noted somewhere that irrespective of a personal grievance every employee has the right and responsibility to bring to management's attention any obvious failing in the system that detracts from efficient intelligence production or the effective use of personnel. One possible channel for such suggestions/complaints is the DDI Management Staff; another could be MAGID, which in any event, ought to be identified and described somewhere in the handbook.

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## SECTION VII

### Employee Grievances

#### A. Policy

1. It is both Directorate and Agency policy [ ] that employees have the opportunity to present grievances for prompt and equitable consideration and disposition. By definition, a grievance is an employee's expressed feeling (oral or written) of dissatisfaction with any aspects of his working conditions and relationships which are outside his control.

2. Supervisors at all levels within the Intelligence Directorate are responsible for listening to employee problems and for taking all necessary and feasible steps to deal with them. Of high priority are various efforts to increase the scope and effectiveness of communications within the Directorate.

3. When grievances do arise, it is Directorate policy to provide a variety of channels which the employee may follow in seeking satisfaction. Directorate procedures go beyond the requirements of Agency policy as outlined in Headquarters [ ] 26 July 1973. As specified in that regulation, if it is the employee's determination that procedures within the Directorate fail to provide satisfactory redress, it is his right to ask for review of his case by the Director of Personnel and ultimately, through the Inspector General, by the Director of Central Intelligence.

#### B. Review by Supervisors

All employees are expected to be in regular dialogue with their first line supervisors regarding their job performance, career development, and working conditions. Normally, grievances should first be raised at this level. If the employee judges, however, that referral of his problem to his immediate supervisor would be unproductive, he may elect to discuss his grievance or potential grievance initially with the next level of management (e.g., with his division chief or his deputy office or staff chief). Supervisors at various levels in the chain of command can be asked formally or informally for guidance or assistance.

C. Grievance Counselors

1. An alternative method for grievance definition and resolution is provided for by the establishment of DDI Grievance Counselors. Employees with complaints can approach one or several Counselors for information, advice, and assistance. These discussions will be kept confidential at the employee's option. The Counselors may help the complainant define and understand his problem, suggest appropriate avenues for problem resolution, and/or inquire and intervene discreetly in the employee's office in order to call attention to the problem and facilitate efforts towards resolving the grievance.

2. Six Grievance Counselors will be appointed by the DDI for one year renewable terms. The Counselors will include a representative from the Management Staff, a senior secretary, and four officers (GS 13-15) located in various DDI offices, services, and staffs. DDI Counselors will be located in Headquarters, Rosslyn, [redacted]. In addition to their roles as individual Counselors, these people will serve periodically on Grievance Panels, as specified in Subsection E below.

D. Equal Employment Opportunity Program

[redacted] sets forth Equal Employment Opportunity policy, and [redacted] 6 May 1974, describes in detail procedures for resolving complaints of discrimination because of race, religion, sex, or national origin. Employees who believe that they have been discriminated against must first seek the advice of Equal Employment Opportunity Counselors within 30 days after the problem arises; five EEO Counselors are available within the DDI and there are four EEO Counselors at large for the Agency. These individuals are listed in [redacted]. If satisfactory solutions are not found by working with the EEO Counselors, the employee may then file a formal complaint with the DDI EEO officer. Additional appeal procedures are also provided for in [redacted]. Employees who approach their supervisors or the DDI Grievance Counselors with problems that appear to be EEO-related will be referred to appropriate procedures under the Equal Employment Opportunity Program.

E. DDI Grievance Panels

1. Once a month, at a time to be posted at least two weeks in advance, a DDI Grievance Panel will be scheduled to hear the complaints of individuals who believe that they have a grievance and that they have effectively exhausted less formal mechanisms for seeking redress. The Panel will consist of at least three of the designated DDI Grievance Counselors. The employee with a grievance will be heard by the Panel only after he has first: (a) sought advice from a Grievance Counselor, (b) determined to his own satisfaction that his complaint is not likely to be satisfactorily resolved through his own chain of command, and (c) informed his office chief in writing that he is seeking a Panel hearing. Request for a Panel hearing should be made to a Grievance Counselor at least one week prior to the scheduled monthly meeting. When these conditions are met, it is the employee's right to be heard by the Grievance Panel.

2. DDI Panels will hear the complainant's grievance, consult other involved parties, and have access to the information pertaining to the complainant's grievance. A paper summarizing the complaint and detailing the Panel's understandings and recommendations will be issued by the Panel within 21 days after the hearing. This report will be submitted to: (a) the complainant, (b) Chief of the Management Staff, (c) the chief of the employee's office, service, or staff, and (d) the DDI. Within two weeks of the date of the report, any of the interested parties may forward to the DDI in writing their supporting or contrary views. The decision regarding the Panel's recommendations will be made by the Deputy Director for Intelligence. If this decision still fails to satisfy the employee, he has a right to further appeal according to Agency regulations as noted above in Subsection A.

F. Vulnerability of Complainant

1. An employee with a grievance will not incur any vulnerabilities or suffer any reprisals as a result of his efforts to use grievance channels as defined in this Section.

2. If it should become known that a supervisor retaliated against an employee as a result of the latter's efforts through established procedures to seek redress of felt grievances, the supervisor's action will be subject to prompt and critical review. Any evidence of such retaliation should be sent immediately to the attention of the Deputy Director for Intelligence and the DDI Grievance Counselors.